NORTHWEST TERRITORIES

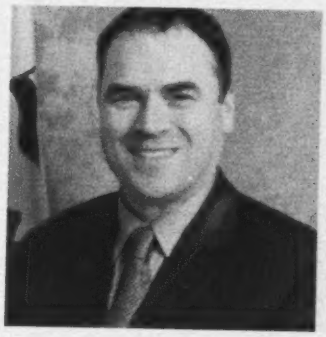
ECONOMIC OPPORTUNITIES STRATEGY

CONNECTING BUSINESSES AND COMMUNITIES TO ECONOMIC OPPORTUNITIES

PROGRESS REPORT 2014-15

Minister's Message

The implementation of the Northwest Territories Economic Opportunities Strategy (EOS) was a responsibility shared in 2014/15 by nine Government of the Northwest Territories (GNWT) departments – and by its strategy partners: the NWT Chamber of Commerce, the NWT Association of Communities, the Northern Aboriginal Business Association and the Canadian Northern Economic Development Agency (CanNor).



The actions and initiatives highlighted in this report vary broadly – not only in the sectors that they address – but in their scope, size and level of investment.

Individually, they characterize the breadth of planning, commitment and work that has been put forward by all parties to address the recommendations and objectives of the EOS.

Collectively, however, there is a greater achievement represented in their success.

The partnered approach in which this Strategy has been both developed and now implemented has set the stage for a renewed business climate in which government, industry and business will share the load of stimulating and sustaining the strong and vibrant environment of economic development we envision for the Northwest Territories (NWT).

Above all else, it is this notable and important foundation of collaboration that will enable this Strategy to realize its goals and objectives.

Hon. David Ramsay

A SPECTACULAR CONFERENCE VENUE

The NWT offers an attractive alternative to the traditional big city destinations that dominate today's meetings and conventions market. Conference organizers are constantly looking for new and unique venues – something there is no shortage of in the NWT. Thanks to an agreement between the NWTT and the Department of ITI, a new Conference Bureau is now filling a gap identified by the EOS - working to attract more business travelers to the NWT. Five events have already been confirmed. Another six are in the offing. They represent an estimated $1.8 million in future conference revenues not to mention spin-off benefits for transportation suppliers, restaurants, artisans and tourism operators throughout the territory.

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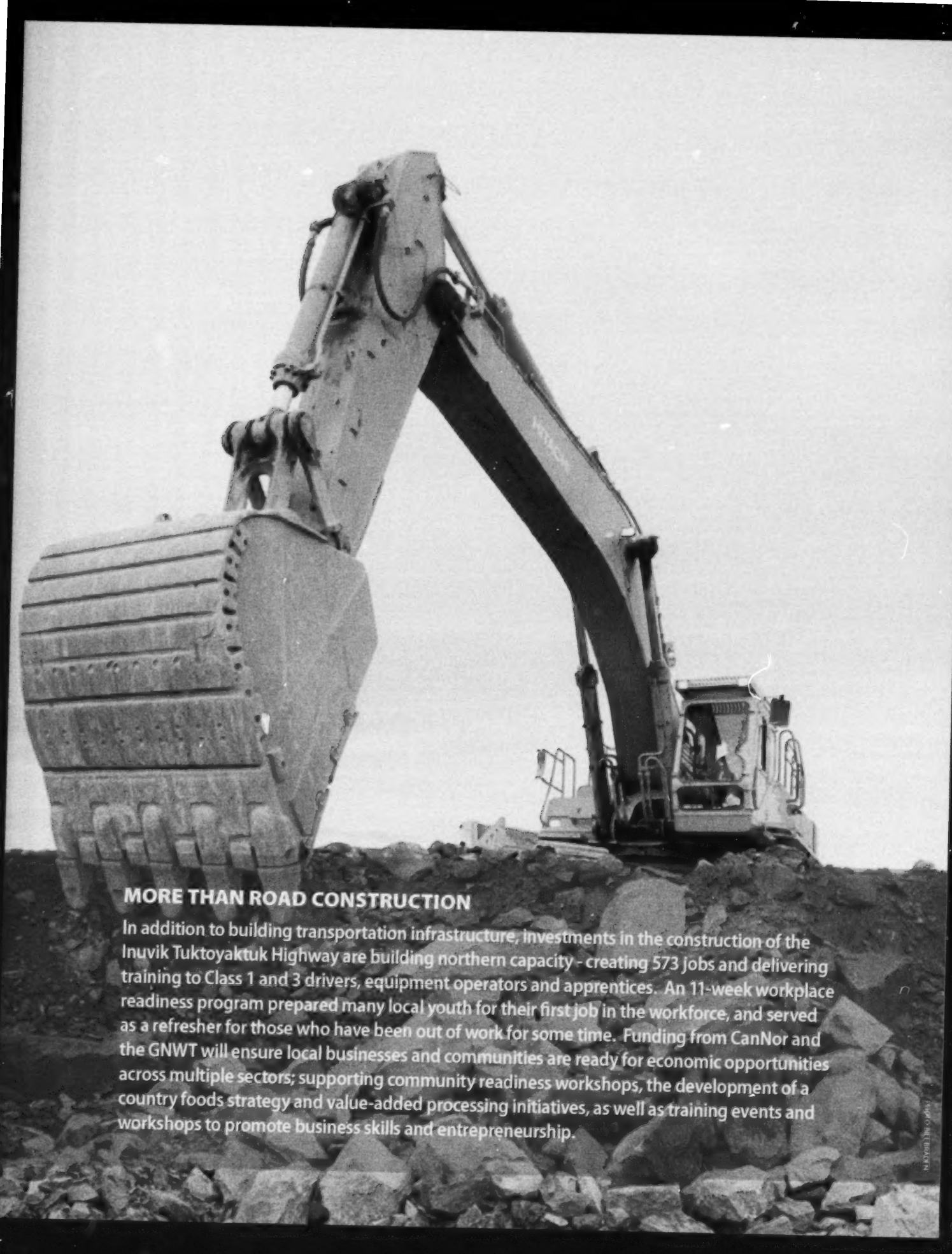


MORE THAN ROAD CONSTRUCTION

In addition to building transportation infrastructure, investments in the construction of the Inuvik Tuktoyaktuk Highway are building northern capacity - creating 573 jobs and delivering training to Class 1 and 3 drivers, equipment operators and apprentices. An 11-week workplace readiness program prepared many local youth for their first job in the workforce, and served as a refresher for those who have been out of work for some time. Funding from CanNor and the GNWT will ensure local businesses and communities are ready for economic opportunities across multiple sectors; supporting community readiness workshops, the development of a country foods strategy and value-added processing initiatives, as well as training events and workshops to promote business skills and entrepreneurship.

Executive Summary

The Northwest Territories Economic Opportunities Strategy (EOS) sets out an over-arching plan to develop an economic environment in the NWT in which businesses can take the lead in identifying, pursuing and realizing economic opportunities and communities and regions can work to reduce their economic dependence on the non-renewable resource sector.

The scope of actions recommended by the EOS are as far reaching as the NWT-wide partnership and engagement process that characterized its collaborative development.

Of the 117 recommended actions put forward in the EOS, almost half are in development or identified for delivery under alternate GNWT strategies. Still others are supported, in whole and in part, by the mandates and actions of strategy partners.

To facilitate the Strategy's timely implementation and reporting, its recommendations were organized into four economic objectives:

- Pursuing Major Investments,
- Improving Supports to NWT Businesses,
- Growing a Stable and Attractive Entrepreneurial Environment, and
- Attracting, Retaining, and Preparing the NWT Workforce

This report highlights over 90 actions and initiatives that were taken, individually and collectively, between April 1, 2014 and March 30, 2015.

In total, 87 of the Strategy's recommendations have now been addressed - well in line with targets set by the Strategy's authors for initiation by the end of 2015. Almost half of the recommendations initiated so far are aimed at growing a stable and attractive entrepreneurial environment in the NWT.

But, as much as the EOS lays out a well-considered economic plan for the future, its value and benefit to the NWT economy, over time, will be difficult to define unless appropriate measures and performance indicators are put in place.

To that end, this report has also identified 12 outcomes, linked directly to EOS objectives, which will be the basis of future results reporting and business planning.

They are:

- To increase the number of registered small businesses;
- To expand the tourism sector;
- To support a thriving arts community;
- To expand the manufacturing sector;
- To expand the commercial fishing industry;
- To expand the forest sector;
- To expand the agricultural harvest and production in the NWT;
- To expand the traditional economy;
- To increase domestic sales of NWT products;
- To increase public and private investment in the NWT;
- To attract new residents to the NWT; and
- To reduce the cost of living in the NWT.

The success that has been realized, to date, in the implementation of recommended EOS actions and initiatives highlights the important role that this Strategy can play in bringing together the elements necessary for economic growth. The collaborative approach taken for its implementation confirms the principal on which it was based: that all government departments and strategy partners have a role to play in developing a new economic environment for the NWT.

The responsibility for fine tuning and adjustment based on this report – and for guiding future progress - remains, in large part, with the EOS Governance Committee comprised of the strategy partners who authored it and now oversee its implementation.

Context

As key regulatory authorities were devolved from the Government of Canada to the NWT on April 1, 2014, work also began to implement the EOS and to realize the tangible benefits of the NWT's new authorities in the form of jobs and business opportunities.

The EOS describes an approach that opens the doors to new partnerships and ideas - and emphasizes increased support for entrepreneurship.

At its heart is the recognition that an NWT economy that will offer economic opportunities and diversity in every region – and withstand future global trends – will need to generate economic activity in other sectors besides resource development.

Potential growth areas are highlighted for the NWT's regional and grassroots economy - as are the investments and supports needed by the NWT residents and their businesses that will advance them.

Recommended actions in the EOS vary from the undertaking of major projects and investments to the development and application of best practices and improvements for the ongoing delivery of government programs and services.

As the GNWT department mandated to create and promote a prosperous, diverse and sustainable economy, more than half of the recommended actions in the EOS fall to the Department of Industry, Tourism and Investment (ITI) to lead.

Additionally, ITI is tasked with reporting on the implementation of EOS recommendations by other GNWT Departments and providing administrative support to the NWT EOS Governance Committee - the partnership established to author the Strategy and which now oversees its implementation.

FRESH FISH FROM GREAT SLAVE LAKE

Jiggling Lemon Trout and Poor Man's Lobster are just two of the in-store recipe cards now available to residents shopping for fresh fish from Great Slave Lake. They are part of a broader initiative to revitalize the NWT's once-vibrant fishing industry - generating

Figure 1:

Specific funding was included in ITI's 2014/15 Business Plan for the implementation of nine initiatives addressing 14 recommendations.

Description	2014/15 ($000)	2015/16 (Proposed)
Tourism Product Diversification and Marketing Program **As highlighted by Recommended Action #37, #38, #39, #40**	186	186
Community Tourism Infrastructure Program **As highlighted by Recommended Action #37, #39**	100	100
Tourism Training **As highlighted by Recommended Actions #37**	75	75
Convention Bureau **As highlighted by Recommended Action #42**	100	100
Film Rebate Program (Pilot) **As highlighted by Recommended Actions #51, #52**	100	100
Agriculture Strategy **As highlighted by Recommended Action #71, #74**	150	100
Support for Commercial Fishing Industry **As highlighted by Recommended Action #62, #63, #66**	200	1,500
Regional Economic Planning **As highlighted by Recommended Actions #85**	150	200
Business Internship Program **As highlighted by Recommended Actions #88**	100	100
	1,161	2,461
Additional projects and initiatives will be funded or leveraged from within the Department's allocated resources for economic development program and service delivery.	**$3,622,000**	

new income streams for fishers and promoting and growing domestic markets for their made-in-the-NWT product. Meanwhile, new and emerging markets are also being identified outside of the NWT and an aggressive business plan is heralding a new and exciting direction for the commercial fishing industry - one that will stimulate a new era of self-sufficiency for the NWT's fishery – and return it to the leading economic contributor it once was.

Overview of implementation

The implementation of the EOS is a pan-GNWT and multi-partnered responsibility and initiative. Its recommendations encompass the work of GNWT strategies in support of energy planning, mineral development, biomass fuels, labour force development, addressing poverty and improving transportation infrastructure.

Additionally, EOS recommendations have been initiated or enhanced by work supporting mandates held by one or more of the Strategy's partners.

Each of these strategies and mandates include initiatives and investments that, as they are implemented, work towards diversifying the economy, reducing the cost of living, creating employment, and/or addressing infrastructure needs requisite in a healthy economy.

Structure

To ensure the coordinated but distinct reporting of these initiatives, recommended actions were organized for implementation in accordance with the following overarching economic objectives:

1. Pursuing Major Investments,
2. Improving Supports to NWT Businesses,
3. Growing a Stable and Attractive Entrepreneurial Environment, and
4. Attracting, Retaining, and Preparing the NWT Workforce.

Like minded recommendations and recommendations that complement or support a common objective were combined for development and implementation. In some instances, recommended actions were adjusted to facilitate a staged implementation or to better meet the intent of the objective identified.

Timelines

In its direction for the implementation of recommendations, the NWT EOS identifies the expected time frame in which recommended actions should be initiated.

While, it is recognized that these timelines are estimated and subject to factors such as the availability of resources, economic conditions, and the priorities of Strategy partners, they present a target for implementation – especially in the short term (2013-15).

Fiscal

Many of the projects and initiatives identified for implementation under the EOS were funded or leveraged from existing sources already allocated, by the GNWT and its Strategy partners, for the support of economic development programming and/or service delivery.

A total of $3.6 million in new funding was approved and committed by the 17th Legislative Assembly for investment over two fiscal years in five key areas:

- Tourism,
- Film,
- Agriculture,
- Commercial Fishing,
- Regional Sector Planning, and
- Entrepreneurship.

To protect from a projected surplus in 2014/15 and/or a funding shortfall, resulting from the delayed implementation of some recommendations in 2015-16, portions of allocated funding were formally deferred in accordance with the GNWT's fiscal planning cycle.

Figure 2:

- ITI (86)
- ECE (20)
- HR (7)
- DOT (7)
- ENR (5)
- FIN (5)
- NWTHC (3)
- Lands (3)
- MACA (1)

Of the 117 recommendations included in the EOS, 86 are considered to be in development or identified for delivery under alternate GNWT strategies.

Figure 3:

- Ongoing initiatives
- Complete
- Actioned or initiated

Of the total 117 EOS recommendations, 87 are now considered to have been actioned or initiated. 29 are considered to be complete and 24 are considered to be ongoing. In total 74% of the Strategy's recommendations have been addressed in its first year of implementation.

Figure 4:

- Short/medium term initiation

Of the total 117 EOS recommendations, 82 or 70% were recommended by the Strategy's authors for initiation in the short/medium term (by 2015).

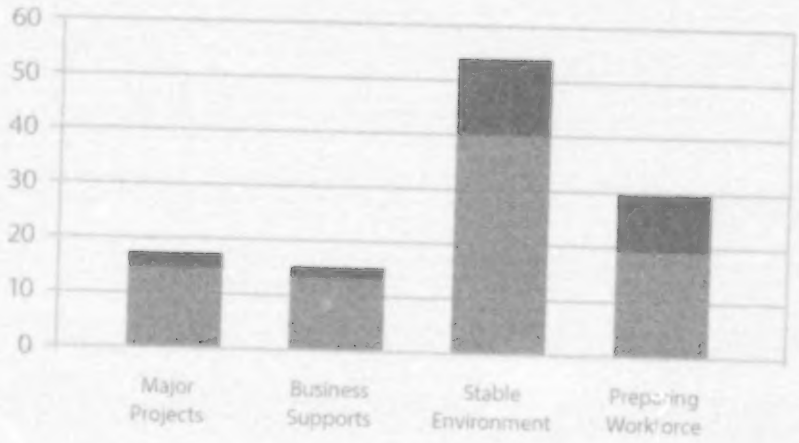


Figure 5: Implementation Initiatives by Economic Objective – Initiated vs. Non initiated

Initiated
Not Initiated

Of the actions and initiatives that have been initiated to date, almost half respond to recommendations aimed at Growing a Stable and Attractive Entrepreneurial Environment.

Highlights - 2014/15

The actions and initiatives, highlighted in the following pages were undertaken between April 1, 2014 and March 30, 2015 in response to recommendations presented in the EOS. .

They are presented in the context of the over-arching economic objectives that they were initiated to address.

Notations are provided to reference the EOS recommendation(s) addressed by each action or initiative and the GNWT department(s) or Strategy partner(s) that has led its implementation.

A full listing of recommendations, and the status of their implementation, is provided, by number, in Appendix A

Acronyms used for Strategy Partners:

CanNor - The Canadian Northern Economic Development Agency

NABA - The Northern Aboriginal Business Association

NWTAC - The NWT Association of Communities

NWTCC - The NWT Chamber of Commerce

Acronyms used for GNWT Departments/Agencies:

ITI – Industry, Tourism and Investment

ECE – Education, Culture and Employment

HR – Human Resources

DOT – Department of Transportation

ENR – Environment and Natural Resources

H&SS – Health and Social Services

NWTHC – NWT Housing Corporation

Lands – Lands

MACA – Municipal and Community Affairs

NWTGS – NWT Geological Survey

NWTT – NWT Tourism

SKILLS4SUCCESS - IMPROVING EMPLOYMENT SUCCESS FOR NWT RESIDENTS

Internationally recognized as one of Canada's foremost innovators of Indigenous workplace inclusion, Kelly J. Lendsay's keynote presentation to the Skills 4 Success Symposium (March 2015) addressed the importance of Aboriginal Inclusion in the workforce. The three-day symposium brought together governments, educators, trainers, industry, employers and engaged citizens from across the NWT. Their input at the symposium helped shape a 10-year strategic framework that sets out new direction for adult and postsecondary education and skills training in the NWT.

KELLY J. LENDSAY, PRESIDENT & CEO, ABORIGINAL HUMAN RESOURCE COUNCIL (PHOTO: GNWT / ANGELA GZOWSKI)

1. Highlights Pursuing Major Investments

- *Attract major projects and investment to the NWT*
- *Foster exploration and support geoscience*
- *Extend the life of existing mining activities*
- *Increase participation in resource development*
- *Develop the NWT's energy infrastructure*
- *Develop the NWT's transportation infrastructure*

Events celebrating the Aurora Research Institute's 50th anniversary in November 2014, offered an opportunity to highlight its unique study environment. A newspaper insert celebrating and honouring 50 years of research in the region was distributed and posted online. [#2 ECE]

To further their capacity to oversee the overall implementation of the NWT Mineral Development Strategy (MDS), the Manager of Mineral Resources Planning was added to the Interdepartmental Committee for the Implementation of the NWT EOS. [#14 ITI]

The GNWT is establishing a Geological Materials Storage Facility in the NWT. The facility will house drill core donated by industry, rock, stream sediment, lake sediment, and glacial till samples collected by government and industry, and historic reports and maps from mining properties and advanced exploration projects. The new facility will provide valuable information to prospectors and exploration companies – and contribute to greater investor confidence, lowered exploration costs and a reduced environmental footprint from exploration. [#15 ITI]

A multi-partner collaboration between government, industry and academia will see a $5.3 million investment in a drilling and mapping campaign to expand and build on the geoscience knowledge base of the Lac de Gras region, a long-proven area of mineral wealth and the location of the NWT's diamond mines. [#15 CanNor, ITI]

As an element of its implementation of the MDS, the NWT Geological Survey (NTGS) has hired a Surficial Geologist and a Geophysicist to increase its delivery of geoscience research in the NWT. In the transfer of resources associated with Devolution, Manager of Geoscience information was also added to the office. [#15 ITI]

A new Mining Incentive Program (MIP) was introduced, in June 2014, to support eligible prospectors and mining exploration companies engaged in or proposing mining exploration projects in the NWT. The inclusion of financing and other incentives to support local "juniors" in the complex and risky early-stages of exploration also comes in response to an EOS recommendation. The MIP was oversubscribed in its inaugural year, with strong interest shown by companies and prospectors in the NWT and across Canada. [#16, #22 ITI]

Public and stakeholder engagements have been completed towards the development of an Oil and Gas Strategy for the NWT. A What We Heard report has been prepared documenting the GNWT's findings and the formal submissions it received. A final strategy aimed at rejuvenating investment and exploration in this sector will be advanced by the 18th Legislative Assembly. [#17 ITI, NWTCC]

The GNWT has initiated a feasibility study on a proposed energy, transportation and communications corridor along the Mackenzie Valley to the Arctic Ocean. In association with NWT Aboriginal governments, the GNWT will complete a thorough review of the issues, opportunities and challenges associated with developing a corridor along the Mackenzie Valley. The resulting report will serve as an information resource to governments, industry and regulators as projects are planned, reviewed and delivered. [#18 ITI]

The NWT Premier lead a delegation of MLAs, Aboriginal and business leaders to Ottawa in January, 2015 for a series of meetings and events with federal ministers focused on investments in northern transportation, energy and communications infrastructure and sustainable resource development – all key to unlocking the NWT's economic potential in partnership with the Government of Canada and other stakeholders with an interest in northern development. [#14, #24, #29, #36 ITI, PWS, DOT, Finance]

ITI is monitoring environmental assessments for the following projects with a view to the negotiation of future socio economic agreements:

- Nechalacho (Avalon Rare Metals Incorporated),
- NICO (Fortune Metals Incorporated),
- Jay Pipe (Dominion Diamond Corporation), and an
- All-season road and airstrip (Canadian Zinc Corporation) [#20, ITI]

Research activities in support of Aboriginal investments in the NWT's mining and energy sectors were strengthened in May, 2014 by a $1.2 million commitment from CanNor and the GNWT to support multiple investment and planning activities related to opportunities in the mining, energy, and transportation sectors. Initiatives supported by this funding will contribute to informed decision-making with the aim to increase ownership and benefits for Aboriginal companies and communities in the NWT. [#22 ITI, CaNor]

PHOTO PATRICK KANE

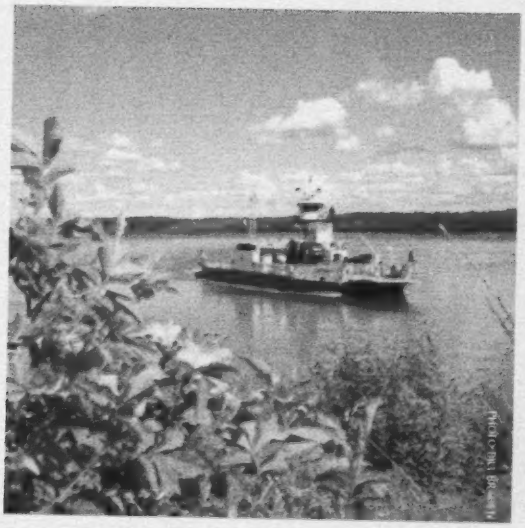
PHOTO LYNN HAY

In November, 2014 the GNWT hosted its second Energy Charrette in response to concerns about increasing costs of energy, low water levels at the Snare hydroelectricity site, and the estimated costs of connecting the North and South Slave transmission systems to the North American grid. In response to recommendations provided by the public, community representatives, stakeholders and industry experts through the Charette process, the GNWT refocused the short-term implementation of its 2013 Energy Action Plan to be more aggressive on energy efficiency and conservation, plan for increased development of small-scale community-based renewable energy projects, and continue to build biomass projects. Longer-term goals will focus on transformational energy projects for communities and for potential new markets, which will require significant government investments, and will be presented for the consideration of the 18th Legislative Assembly. [#24 #25 ITI PWS]

The GNWT committed $7 million in 2014/15 to establish and deliver programs to reduce energy use and costs in the NWT. New community scale alternatives and renewable energy sources include:

- The Colville Lake solar-battery-diesel project;
- Wind feasibility studies in Inuvik and Yellowknife;
- Potential solar projects on government buildings in Dehcho and Beaufort Delta communities;
- Biomass boilers in schools; and
- The potential for natural gas generation in thermal communities. [#26 ITI, PWS]

The GNWT has developed a multi-modal transportation strategy titled Connecting Us: NWT Transportation Strategy 2015-2040. The Strategy sets a path to improve the territory's integrated air, road, rail, and marine systems over the next 25 years. It identifies three corridor projects that DOT is working to advance: the Mackenzie Valley Highway; the Tlicho all-weather road; and



improved access into the Slave Geological Province. An accompanying four-year action plan will be implemented over the life of the 18th Legislative Assembly. An Evaluation Framework has also been developed to provide a benchmark against which DOT's success will be measured over the long term. [#29 DOT, CanNor]

A revised business case for construction of the Mackenzie Valley Highway has been sent to Infrastructure Canada for consideration under the National Infrastructure Fund. Pending federal funding support, the proposed 10-year project, will be conducted in three phases:

- The finalization of funding arrangements in 2015/16;
- The completion of the environmental assessment and design by 2018/19; and
- The construction of the highway from 2019/20 through to 2024/25. [#30 DOT]

DOT has optimized ferry operations and ice crossing construction at the Peel and Arctic Red River crossings of the Dempster Highway to minimize traffic disruptions to communities in the Beaufort Delta Region. The Department has completed an update to its Ice Road Construction Guide –incorporating enhanced monitoring and reflecting improved construction and maintenance techniques and best practices. [#31 DOT]

Work is underway to finalize the Project Description Report for the proposed Tlicho Road to Whati in partnership with the Tlicho Government and various GNWT Departments. Topographic survey work and other baseline collection and design work are almost complete. The GNWT Departments of Finance, ITI and DOT are working to finalize a P3 business case for the project and a funding proposal was submitted under Round 7 of the P3 Canada Fund. An assessment of mineral potential in the region has been developed to help assess route options that would maximize long term opportunities. [#32 DOT,ITI,Fin]

Under Transport Canada's Climate Change Adaption Program - Northern Transportation Adaptation Initiative, DOT is working with the Network of Expertise in Transportation in Arctic Waters (NEXTAW) on a comprehensive assessment of physical conditions influencing changing water levels along the Mackenzie River corridor and in the approaches to ports in Hay River and Tuktoyaktuk. The hamlet of Tuktoyaktuk has begun discussions with marine and hydrocarbon exploration stakeholders to consider the feasibility of the port of Tuktoyaktuk as a base of operations and support for future exploration and development in the Beaufort Sea. [#33 DOT]

DOT has completed an Airport Runway Optimal Lengths and Issues Report. All current air operations, and anticipated use requirements, are considered to be well served. A new airport was opened in Trout Lake and includes an extended runway – increasing the community's capacity to handle a wider variety of aircraft, including larger airplanes and pressurized air services. [#34 DOT]

DOT is engaged in a formal process with Parks Canada to access federal funding under the National Park Infrastructure Improvement Program to chip seal Highway 5 within Wood Buffalo National Park. [#35 DOT]

2. Improving Supports to NWT Businesses

- *Strengthen the operating environment for regional businesses and entrepreneurs*
- *Strengthen government programs and services for businesses and entrepreneurs*
- *Create a strong voice for NWT business*

Work has been initiated on the development of economic planning documents for each of the NWT's five regions. Approaches to the planning process are being determined by circumstances and the economic environment in each region. Engagements with residents, the private sector, governments, and other key stakeholders in the Beaufort Delta Region were completed in 2014/15. The findings and results of this engagement were compiled in a summary report that is now guiding the drafting process of a regional economic plan. The advancement of a similar process for the Sahtu Region was deferred - and will be completed alongside projects already identified for the Dehcho, North Slave and South Slave Regions. [#85 #92 ITI]

The Professional and Financial Support Program was introduced to connect businesses and entrepreneurs in the NWT's remotest communities with the professional book keeping and accounting services and training they need. The program will subsidize professional costs and mentoring for individual businesses or can be applied to broader multi-partnered workshops, training and seminars for regional business communities and organizations. [#88 ITI]

Steps are being taken to make the entrepreneurial and self-employed streams of the NWT Nominee Program more competitive with other jurisdictions. A review of best practices, models and operational practices of immigrant investment programs in other jurisdictions has been completed. [#90 ITI, ECE]

A new online database has been created to help streamline information about government and private-sector funding programs and services for NWT business and entrepreneurs. [#96 ITI]

A review of ITI's Support for Entrepreneurs and Economic Development Policy (SEED) - its application, impact and delivery - is being completed to address requests from NWT businesses for greater flexibility, timeliness and the provision of supports such as online forms. [#93, #91 ITI]

A series of opportunities have been advanced for dialogue between the NWT business community and the Minister or representatives of ITI. A protocol has been established with the NWTCC to make such engagement part of its annual election and meeting process. Formal meetings were held with every NWT Chamber in 2014/15. In July, 2014 the NWTCC initiated a series of presentations and discussions titled Doing Business in the NWT to focus specific political discussion on the NWT economy and the challenges facing small business in the NWT. [#98, ITI NWTCC

3. Growing a Stable and Attractive Entrepreneurial Environment

- *Develop the NWT's Communications Infrastructure*
- *Encourage and grow domestic markets for NWT products*
- *Increase opportunities in Tourism*
- *Increase opportunities in Arts*
- *Increase opportunities in Manufacturing*
- *Increase opportunities in Commercial Fishing*
- *Increase opportunities in Forestry*
- *Increase opportunities in Agriculture*
- *Increase opportunities in The Traditional Economy*

Construction on the 1,200 km Mackenzie Valley Fibre Optic Line (MVFL) began in January 2015. The project is on schedule to meet its planned in-service date of mid-2016. The establishment of a fixed fibre optic link opens the door for investors interested in projects relating to data harvesting and will allow for the expansion of the Inuvik Satellite Station Facility - already a leader in remote data sensing with international clients. In January, the GNWT's Premier and Minister of ITI met with the Japanese Aerospace Exploration Agency to set the stage for a joint venture similar to those already established with other international partners. New opportunities will also exist for businesses in the e-commerce and high-tech sectors. [#36 Finance]

$100,000 was committed under the EOS for the implementation of Community Tourism Infrastructure projects in the 2014/15 year. Funding available to qualified tourism operators under the Tourism Product Diversification Program was also supplemented through the EOS by $186,000 Eight community tourism projects were advanced in seven communities in the 2014/15 fiscal year. Developed as a model for attracting tour groups to the NWT's smaller and more isolated communities, Destination Deline received its inaugural visitors in July 2014. A $2.8 million by the GNWT and CanNor has been put in place to support community tourism development and training activities with an emphasis on five communities with emerging tourism opportunities: Fort Resolution, Lutsel K'e, Fort Simpson, Deline and Tuktoyaktuk. New park infrastructure and campground facilities highlighted other investments in the NWT's community tourism product – as did the opening of the NWT Diamond Centre in Yellowknife by Crossworks Manufacturing Ltd. [#39 ITI, CanNor, NWTT]

A two year, $200,000 agreement with NWT Tourism was formalized in June 2014 to develop a convention bureau to attract and facilitate business tourism, conferences and industry events to the NWT. [#42 ITI, NWTT]

A survey of tourism employers and employees is being conducted by a working group representing ECE, ITI and Aurora College to help determine the training needs and priorities of the NWT's tourism sector. [#45 ITI, ECE]

An agreement introduced at NWT Tourism's AGM in November 2014 will see its membership accessing an insurance program through the NWTAC broker. [#46 NWTAC, NWTT]

The NWT Arts Program was introduced as a foundation for the marketing and promotion of NWT arts and fine crafts to local, national and international markets. A key element of the program is a website designed for users to discover and learn more about the diversity, value and authenticity of NWT art and fine crafts - and featuring an extensive online inventory of artist profiles and art, all professionally captured, catalogued and registered. [#47 ITI]

A redefined branding program is helping customers recognize and distinguish authentic NWT art in the marketplace. Point-of-sale materials, educational brochures, and marketing materials such as tags and stickers, are available at no cost for artists registered with the NWT Arts Program. [#48 ITI]

The NWT Arts Facebook page was introduced in 2014 to complement and expand online promotional and marketing resources. Displays were installed at six NWT airports to promote local arts and fine crafts and the NWT artists that create them. [#50, ITI]

Take One: Northwest Territories Film Strategy and Action Plan was introduced to guide planning and implementation of policies, investments and actions by the GNWT aimed at: realizing the economic potential of the NWT's film and media arts sector; achieving greater recognition for local productions; and marketing the NWT as a destination of choice for future out-of-territory productions.

The NWT Film Strategy focuses on five areas: strengthening government and industry roles and partnerships; enhancing funding and financial support; developing the skills and competencies of NWT film producers; assisting in building infrastructure; and developing efficient and effective marketing and communications. [#51 ITI CanNor]

The NWT Film Rebate Program was introduced to provide incentives to productions filming on location in the NWT. It provides – for the first time in the NWT – financial rebates for the purchase of goods and services, travel to and within the NWT and wages for the training and hiring of local residents, particularly in recognized film industry positions. The program includes an increased incentive for productions filming outside of Yellowknife, to encourage film activity throughout the NWT. [#52 ITI]

The GNWT increased the price it pays for seal skins under its Genuine Mackenzie Valley Furs (GMVF) Hide Procurement Program to stimulate supply for traditional artists. [#55 ITI]

Forest Management Agreements have been put in place with Timberworks Inc. in Fort Resolution and Digaa Enterprises in Fort Providence that will advance the proposed wood pellet manufacturing project in Enterprise in a way will see benefits shared between Aboriginal corporations, bands and communities. Supply agreements continue to be maintained for the supply of rough diamonds to approved northern manufacturers and support has been provided to continue to grow the diamond secondary sector in the NWT [#58 ITI, ENR]

A new centralized GNWT procurement function is offering a more efficient, consistent and transparent procurement experience for the business and manufacturing community in the NWT – strengthening the GNWT's commitment to its manufacturing policy. A marketing plan is being implemented to elevate the viability and visibility of manufacturing across the NWT. On-site familiarization tours were facilitated in January 2015 at manufacturing facilities in both Hay River and Yellowknife. [#59, #60 ITI, PWS]

$1.5 million has been committed to leverage investment in an export-grade fish plant for the Great Slave Lake Fishery in Hay River. [#62 ITI]

A marketing campaign - including a new brand, promotional items, recipe cards, sales information and posters - has been developed in partnership with members of the NWT Fisherman's Federation to build the profile and domestic market for fish harvested from Great Slave Lake. The Fresh Fish from Great Slave Lake brand was launched in Yellowknife and Hay River in January 2015. [#63, #80, #81 ITI]

Together with fishers and producers on Great Slave Lake, ITI has facilitated the completion of a revitalization strategy and business plan for the commercial fishery. The plan aims to not only serve markets both north and south, but to contribute as partners to the marketing efforts of the Freshwater Fish Marketing Corporation. NWT fishers will assume the responsibility of both the plant and operations in Hay River as well as the business of the fishery - including the setting of prices to be paid to participants in the industry. A new entrant strategy has also been developed to attract new fishers from inside and outside the NWT – and to enhance the volume and consistency with which Great Slave Lake fish is brought to the marketplace. [#64, #65, #66 ITI]

Ongoing support and investment was provided in 2014/15 for the implementation of the fifth year of the NWT Biomass Energy Strategy. This included a project in Fort McPherson to use local stands of willows as space heating for the community centre, assistance with wood yard developments and willow harvest assessments. Under its Forest Industry Biomass Initiative ENR supports long-term forest management agreements, wood yard and facility support and forest management planning for the development of South Slave Regional community-based sustainable forest industries. Projects are in development for the Beaufort Delta, North Slave and Dehcho Regions. [#67 ITI, ENR, CanNor]

The development of a land use planning policy framework was initiated by Lands to support responsibilities for the implementation and monitoring of the GNWT's Land Use Sustainability Framework. An interdepartmental workshop was held to develop best practices for the review and implementation of land use plans. In March 2015, external engagements were initiated with Aboriginal planning partners in a forum designed to open dialogue and build relationships with framework partners. [#68 Lands]

An engagement process has been completed to inform the development of a formal NWT Agriculture Strategy. With subject matter expertise commissioned from Serecon Inc., and with the insight, advice and logistical support of the Northern Farm Training Institute (NFTI), Territorial Farmers Association and the NWTAC, input was received from approximately 200 individuals during public engagements held in eight communities. Site visits and interviews were also conducted in Enterprise and Tuktoyaktuk. [#71, #73 ITI NWTAC]

Joint CanNor/GNWT funding of $4.2 million was identified in 2014 to establish a permanent campus for the Northern Farm Training Institute (NFTI) in Hay River and the launch of a Northern Greenhouse Initiative, aimed at advancing the commercialization and enhancing the productivity of greenhouse projects across the North. An equity contribution of $100,000 was approved to support the establishment of the NFTI in Hay River as a hub of the Savory Institute and a centre to serve students from across Canada who want to learn holistic management.

Commercial greenhouse kits and affiliated technology were shipped in the summer of 2014 to Sachs Harbour, Ulukhaktok and Paulatuk for construction in time for the 2015 growing season. [#74, #75 ITI CaNor]

The Hide Procurement Program was expanded to include muskox hides and qiviut. Forty-one purchased hides were shipped by the GNWT to southern marketing partners. Resulting sales revenues over and above the advances provided were returned directly to individual harvesters. Over $100,000 was issued to eligible NWT trappers under the GNWT's Genuine Mackenzie Valley Fur Program. [#76 ITI]

A funding partnership between ITI and H&SS has served to expand the impact and reach of the Take a Kid Trapping Program. [#78 ITI H&SS]

With funding received through the Anti-Poverty Strategy, the Inuvialuit Regional Corporation sponsored community harvests engaging youth, homeless persons and those in need, and promoting food security in Inuvialuit communities. The Sambaa K'e Dene Band in Trout Lake received funding to teach young women the traditional way of fixing moose hide – providing an alternative educational environment through positive interaction and hands on experience outdoors during the summer. The Ehdiitat Gwich'in in Aklavik received funding to support a harvesting program for local fish in order to provide finished products (smoked/filleted fish) for sale. [#79 H&SS]

ITI sponsored farmer's markets in Fort Simpson, Hay River, Yellowknife and Inuvik in the summer of 2014. ITI is developing an Agriculture Awareness Strategy that will be used across the NWT. The aim is to develop products and program material for circulation in the summer of 2016. Other departments will be invited to share promotions costs and resources associated with agricultural activities or developmental projects that have some relevance to their mandate. [#80 ITI]

ITI has initiated work to develop a "Farm Gate" processing guide to assist small poultry and livestock producers in the handling and processing of animals for food. Working with the Territorial Farmers Association and H&SS, the target is to have preliminary materials in circulation prior to the summer of 2016. The first beneficiaries of this work will be poultry producers.

ITI leveraged funding under the Northern Food Development Program to assist fishermen to move more Great Slave Lake fish into communities around Great Slave Lake - and into the Beaufort Delta Region. [#82 ITI]

4. Attracting, Retaining and Preparing the NWT workforce

- *Increase the dependability and affordability of the NWT housing market*
- *Strengthen and promote tax advantages to retain and attract NWT residents*
- *Strengthen initiatives to attract new residents to the NWT*
- *Enhance opportunities for workforce training and education*
- *Link residents to career opportunities in the NWT*
- *Identify and plan for future workforce requirements*
- *Increase awareness of employment opportunities and expectations*

With increased incentives (forgivable loans) for developers constructing or installing rental properties in the NWT's northern regions, 31 units were identified for construction in the 2014/15 budget year under the GNWT's Housing for Staff Program. The GNWT is also directly investing in the construction of 100 market rental units in the NWT over the next three years. [#4 NWTHC]

Lands has begun work on a new Recreational Land Management Framework to ensure recreational land leases are administered and managed in a way that balances northern interests, and respects Aboriginal and treaty rights. A land use plan scoping study to evaluate the potential benefits of an area-specific land use plan resulted in a decision to open 22 pre-existing vacant cottage lots along the Ingraham Trail. [#5 NWTHC]

Changes to the NWTHC's PATH program have been introduced to align with the NWT EOS. The PATH program will now provide forgivable loans calculated as a percentage of the purchase price. New 'partial' housing subsidies have been added to the program to increase ceilings for residents hoping to qualify for the forgivable loans. In January 2015, the Governments of Canada and NWT announced a combined investment of more than $18 million over five years, through an extension to the Investment in Affordable Housing (IAH) agreement. [#7 NWTHC]

In August 2014, the NWTAC presented a submission to the 2015-16 federal budget consultations recommending that the amount of the Northern Residency Tax deduction be substantially increased by: scaling it according to distance from a major southern centre; increasing it to the post-inflation 1991 value; and/or indexing it to the Territory's consumer price index. [#8 NWTAC]

Finance completed a comparison of the net impacts of personal income tax rates and credits across Canadian jurisdictions. [#11 Fin]

Under its Workforce Planning Strategy, HR has developed a Career Fair Strategy, in part, to address areas of common benefit and cost savings for the GNWT's multiple recruitment processes. Similarly, the GNWT's growth strategy - Growing the NWT: Supporting population growth of the Northwest Territories integrates all of the GNWT tools and initiatives in place to support population growth. ECE worked with the Mining Industry Human Resource Council (MiHR) the Mine Training Society and CanNor to develop a 10-year "Horizon Forecast" of employment projections. Data is being compiled from a survey of NWT mine employees

that included questions regarding residency. [#12 Fin, HR, Finance, CanNor]

Through engagement with employers and other key stakeholders the GNWT has introduced enhancements in the administration and delivery of the NWT Nominee Program aimed at increasing the number of nominee applications by 25% each year over the next five years. A new stream to the Territorial Nominee Program called the "Northwest Territories Express Entry" is now in place. Eligible applications for the Express Entry will receive priority processing. If nominated by the NWT, candidates will quickly receive an invitation to apply for permanent residency. [#13 ECE, ITI]

Federal funding was provided to the NWT Mine Training Society and Aurora College under the Surface Miner Training Program Development project to launch a new training program that will prepare northern workers for an anticipated wave of employment opportunities in the mining sector beginning in 2016. [#101 ECE CanNor]

The Schools North Apprenticeship Program (SNAP) has been revised and will be implemented/rolled out to NWT high schools during the 2015-2016 academic year. [#104 ECE]

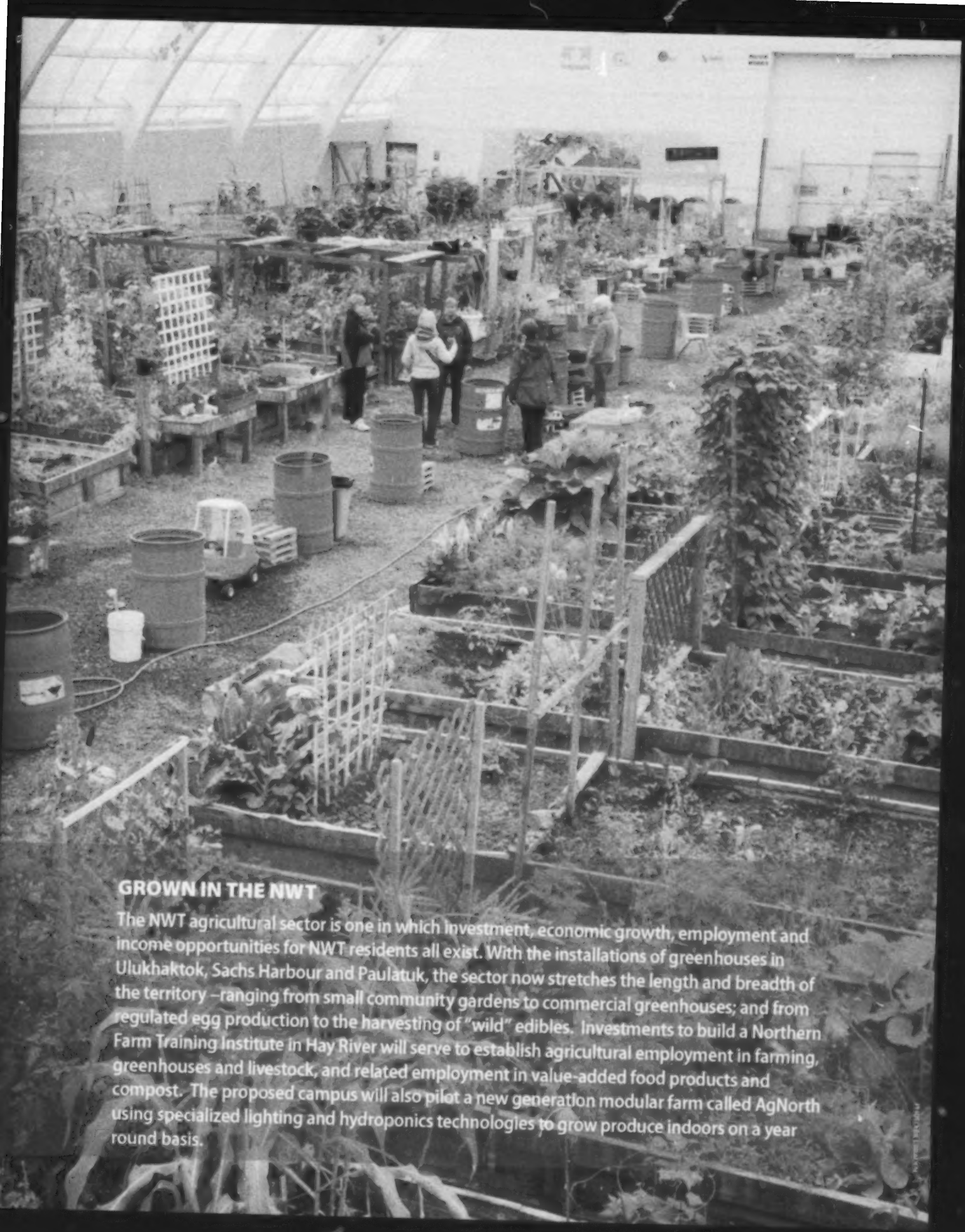
Changes have been made to Student Financial Assistance (SFA) forms to include permissions required to connect students to prospective NWT employers and career opportunities relating to a student's field of study. The SFA Facebook page also provides opportunities for employers to advertise job opportunities directly to students. [#105 ECE]

ECE is advancing the Skills4Success Initiative to improve employment success for NWT residents, close skill gaps for in-demand jobs and more effectively respond to employer, industry and community needs. [#106, #107, #110 ECE]

With funding support from the GNWT and CanNor, the NWT Mining Hiring Requirements and Available Talent Forecast was completed in collaboration with the MiHR and the NWT Mine Training Society. Work was initiated in October, 2014 by the Conference Board of Canada on an NWT Labour Market Needs Assessment Report to forecast occupational demand in the NWT. The GNWT has entered into a new labour market agreement with the federal government to continue delivery of skills development programs and to introduce the new Canada-NWT Job Grant. The agreement is worth $1.1 million in the NWT and supports innovative, employer-driven approaches to help Canadians gain the skills and training they need to fill available jobs. Initial uptake of this new program has been successful with eight employers accessing funds for 18 training programs that benefited 62 employees in 2014-15. [#111 ECE, ITI, CanNor]

ECE has hired a Labour Market Training Coordinator to better coordinate regional training opportunities with regional training partnerships in each of the regions. This individual works with Regional Training Partnership Committees representing industry and communities to identify training needs specific to each region and to develop regionally-specific training plans. [#113 ECE]

Employment Transition Officers have been hired in each of the NWT's five regions to provide direct interventions in the employment cycle for income assistance clients. ECE has adopted the Canada Job Bank as the new NWT labour exchange which allows its users to sign up for Job Match (informing registered Employers of qualified candidates). [#115 ECE]



GROWN IN THE NWT

The NWT agricultural sector is one in which investment, economic growth, employment and income opportunities for NWT residents all exist. With the installations of greenhouses in Ulukhaktok, Sachs Harbour and Paulatuk, the sector now stretches the length and breadth of the territory –ranging from small community gardens to commercial greenhouses; and from regulated egg production to the harvesting of "wild" edibles. Investments to build a Northern Farm Training Institute in Hay River will serve to establish agricultural employment in farming, greenhouses and livestock, and related employment in value-added food products and compost. The proposed campus will also pilot a new generation modular farm called AgNorth using specialized lighting and hydroponics technologies to grow produce indoors on a year round basis.

Measurement and Performance

Critical to the success of the NWT EOS will be the measure of its impacts and an ability to demonstrate how the NWT is benefiting from its implementation.

Aligned with the systematic implementation of the EOS in 2014/15 was the identification of performance indicators to identify the results that implemented actions and initiatives are designed to achieve – and measures that can monitor progress to this goal.

Given the numerous, broad and varying nature of recommended actions in the EOS, a reporting structure has been developed based on outcomes reflective of the broader goals and vision of the EOS. Objectives better measured by key performance indicators specific to other strategy documents are evaluated separately.

Twelve outcomes were identified and linked directly to EOS objectives to create a credible framework and reporting tool that can be used for future results reporting and business planning:

1. To increase the number of registered small businesses;
2. To expand the tourism sector;
3. To support a thriving arts community;
4. To expand the manufacturing sector;
5. To expand the commercial fishing industry;
6. To expand the forestry sector;
7. To expand the agricultural harvest and production in the NWT;
8. To expand the traditional economy;
9. To increase domestic sales of NWT products;
10. To increase public and private investment in the NWT;
11. To attract new residents to the NWT; and
12. To reduce the cost of living in the NWT.

Under each outcome, objectives, performance indicators, rationale and data sources are compiled.

With the coordinated compilation, evaluation and analysis of this data over the multi-year implementation of the EOS, ITI will be able to better understand the macro-economic factors influencing the NWT economy – as well as its own contributions.

Economic Opportunities Strategy - Measurement and Performance Outcomes

OUTCOME #1 TO INCREASE THE NUMBER OF REGISTERED SMALL BUSINESSES	
Objectives	• Strengthen the operating environment for regional businesses and entrepreneurs • Strengthen government programs and services for NWT businesses and entrepreneurs • Create a strong voice for NWT Business
Performance Indicators	• Number of registered small businesses • by region • New business starts • Number of employees working for small businesses • Community Future Development Corporations (CFDCs) – Job creation
Rationale	• Number of registered small businesses The number of registered small businesses (and entrepreneurs, if available) indicates whether activities to establish a positive entrepreneurial environment and to support small businesses are succeeding. • Number of employees working for small businesses The number of employees working for small businesses indicates employment opportunities and signals overall health of the small business environment.
Data Sources	• ITI • Community Futures Report • Statistics Canada. Cansim Table 552-0002 - Canadian business counts, locations with employees, by employment size and North American Industry Classification System (NAICS), Canada and provinces, June 2015.

Economic Opportunities Strategy - Measurement and Performance Outcomes

OUTCOME #2 - TO EXPAND THE TOURISM SECTOR		
Objectives	**Increase opportunities in tourism**	
Performance Indicators	• **Supply** Number of tourism operator licenses • by region • types of services offered by operators • by employee Annual survey of accommodation suppliers • by supplier • by revenue Changes in revenue attributable to food and beverage services	• **Demand** Number of visitors to the NWT • by segment Tourist Expenditures • by segment
Rationale	• **Number of tourism operators** The number of tourism operators indicates employment opportunities and whether efforts to expand the tourism sector are succeeding. Reporting results by region will indicate the extent to which tourism benefits are shared across the Territory. Indicating the type of services offered will provide an indication of the scope and size of operation. • **Accommodation suppliers** Changes in total accommodation suppliers and revenues indicate the demand for accommodation services and reflect the health of the Tourism sector. • **Food and beverage services** Changes in revenues attributable to food and beverage services indicate the demand for food and beverage services and reflect the broader impact of the tourism sector on food and beverage service providers. • **Visitations** The number of visitations indicates whether the tourism sector is expanding or contracting. Reporting results by tourism segment will indicate the health of the respective segments and signal potential opportunities for investment and expansion. • **Visitor spending** Visitor spending signals overall health of the tourism sector. Reporting results by market segment will indicate the contribution of the respective sectors to overall tourism expenditures.	
Data Sources	• **ITI (Tourism statistics)** • **NWT Bureau of Statistics, annual survey of accommodation suppliers** • **Statistics Canada, NAICS**	

Economic Opportunities Strategy - Measurement and Performance Outcomes

OUTCOME #3 - TO SUPPORT A THRIVING ARTS COMMUNITY	
Objectives	• **Increase economic opportunities in the Arts**

Performance Indicators	• **Number of registered artist**
	  - by region
	  - by type of art or craft
	• **Sales, Arts sector**
	  - by market segment (arts and crafts)
	• **Total expenditure, film productions (occurring in NWT)**
	• **Festival ticket sales (five major regional festivals)**

Rationale	• **Registered artists**
	  - The number of registered artists indicates employment opportunities and whether efforts to expand the arts sector are succeeding. Reporting employment by region indicates the extent to which opportunities are being realized from a regional perspective.
	• **Art and crafts sales**
	  - Arts and crafts sales signal overall health of the arts and crafts market segment. The arts and crafts segment tends to be grassroots, community based and often promotes traditional culture.
	• **Expenditure, film productions**
	  - Expenditures associated with film production occurring in the NWT indicate direct spending and the economic spin off associated with film production.
	• **Festival ticket sales**
	  - NWT has five major regional festivals. The festivals support local artists and vendors. In addition, they attract tourists to the NWT. Tickets sales indicate the vibrancy of the festivals

Data Sources	• **ITI** • **Film Strategy** • **Employment by NAICS code, Statistics Canada**

Economic Opportunities Strategy - Measurement and Performance Outcomes

OUTCOME #4 - TO EXPAND THE MANUFACTURING SECTOR	
Objectives	• **Increase NWT manufacturing**
Performance Indicators	• **Number of registered manufacturing businesses** • **Employment in the manufacturing sector** • **Sales, manufacturing sector**

Rationale	• **Registered manufacturing businesses**
	  ◦ The number of registered manufacturing businesses indicates whether efforts to expand the manufacturing sector are succeeding. An expanding manufacturing sector also suggests an increase in value added processing of raw materials in the NWT.
	• **Employment**
	  ◦ Employment in the manufacturing sector indicates the number of jobs supported by the manufacturing sector.
	• **Revenue**
	  ◦ Manufacturing sector revenue indicates overall health of manufacturing sector. A viable manufacturing sector also works to diversify the economy.

Data Sources	• **ITI** • **Statistics Canada** • **NWT Bureau of Statistics**

Economic Opportunities Strategy - Measurement and Performance Outcomes

OUTCOME #5 - TO EXPAND THE COMMERCIAL FISHING INDUSTRY	
Objectives	• **Increase opportunities in commercial fishing**

Performance Indicators	• **Commercial fishing licenses**
	• **Value of fish harvest**
	  ◦ Domestic market/ export market
	  ◦ Manufactured fish products
	• **Tonnes of fish landed**

Rationale	• **Commercial fishing licenses**
	  ◦ The number of commercial licenses indicates employment opportunities and whether efforts to support existing fishers and attract new entrants to the fishery are working.
	• **Value of fish harvest**
	  ◦ Value of fish harvest indicates overall health of fishing related businesses. Reporting results by domestic and export market indicate if the respective markets are being reached. Reporting sales by manufactured fish products indicate the extent to which value added manufacturing is taking place in the NWT.
	• **Tonnes of fish landed**
	  ◦ Tonnes of fish landed indicate overall fishing effort and offers key information to support sustainable fisheries management.

Data Sources	• **ITI** • **Freshwater Fish Marketing Corporation**

Economic Opportunities Strategy - Measurement and Performance Outcomes

OUTCOME #6 - TO EXPAND THE FORESTRY SECTOR	
Objectives	• **Increase opportunities in forestry**

Performance Indicators	• **Number of commercial firewood licences**
	• **Volume of timber harvested**
	• **Sales of forest products**
	  ◦ Firewood
	  ◦ Value added wood products (i.e. pellets)

Rationale	• **Number of firewood licences**
	  ◦ The number firewood licences indicate the number of people generating income in the forest sector.
	• **Sales of forest products**
	  ◦ Sales of forest products indicate overall health of the businesses operating in the forest sector and whether efforts and supports to attract private sector investment to expand the forestry sector are working. Reporting sales by value added wood products indicate the extent to which value added manufacturing is taking place in the NWT.

Data Sources	**ENR**

Economic Opportunities Strategy - Measurement and Performance Outcomes

OUTCOME #7 - TO EXPAND THE AGRICULTURAL HARVEST AND PRODUCTION IN THE NWT	
Objectives	• **Increase opportunities in agriculture**

Performance Indicators	• **Food production**
	  • by volume and sales
	  • by type (i.e. eggs)
	• **Number of community gardens**
	  • by community
	  • expansions to community gardens
	• **Number of community greenhouses**

Rationale	• **Food production**
	  • Food production by food type indicates production potential and import substitution for selected food items.
	• **Amount of land and number of community gardens/greenhouses**
	  • The number and land area devoted to community gardens indicates food grown for personal use and increased food security.

Data Sources	• **ITI – Growing Forward program data**

Economic Opportunities Strategy - Measurement and Performance Outcomes

OUTCOME #8 - TO EXPAND THE TRADITIONAL ECONOMY	
Objectives	• **Increase opportunities in the traditional economy**

Performance Indicators	• **Participation in traditional activities**
	  • By type (arts and crafts, hunting and fishing, trapping)
	  • By region
	• **Fur and hide program**
	  • Number of pelts
	  • Gross sales
	  • Value sold to crafters
	• **Number of Participants in Take a Kid Trapping Program and Take a Kid Harvesting Programs**

Rationale	• **Participation in traditional activities**
	  • The number of people participating in traditional activities indicates to what extent efforts to increase opportunities in the traditional economy are working. Reporting participation also indicates cultural engagement. Reporting results by region indicates the extent to which opportunities are being realized from a regional perspective.
	• **Fur and Hide program**
	  • The number and value of furs harvested indicate income generated through trapping. The value sold to crafters indicates the benefit of the program to the craft sector.
	• **Participation in Take a Kid Trapping and Take a Kid Harvesting program**
	  • Participation indicates support of traditional economic activities and youth exposure which is known to be an indicator of future involvement in traditional economic activities.

Data Sources	• **ITI** • **NWT Bureau of Statistics**

Economic Opportunities Strategy - Measurement and Performance Outcomes

OUTCOME #9 - TO INCREASE DOMESTIC SALES OF NWT PRODUCTS	
Objectives	• **Encourage and grow domestic markets for NWT products**
Performance Indicators	• **Number of businesses affiliated with 'made in NWT' program** • **Government procurement on Business Incentive Policy (BIP) registered businesses**

Rationale	• **Number of businesses affiliated with the 'made in NWT' program**
	  - The number of businesses affiliated with the 'Made in NWT' program indicate the extent to which local businesses are trying to capitalize on domestic markets. Participation also offers a gauge of broader community interest in local goods.
	• **Government procurement on BIP**
	  - Government procurement on BIP indicates support for domestic goods and services and support for local businesses.

Data Sources	• **ITI** • **BIP statistics, Northern Manufacturing Policy**

OUTCOME #10 - TO INCREASE PUBLIC AND PRIVATE INVESTMENT IN THE NWT	
Objectives	• **Attract major projects and investments to the NWT**

Performance Indicators	• **Capital expenditure**
	  - By industry
	  - Public, private

Rationale	• **Capital expenditures** - Capital expenditures provide an indication of market conditions both in the overall economy and in particular industries. Some examples of capital investment activities include construction of resource projects and investment in infrastructure. Reporting expenditure by industry also indicates diversity of economic activity.
Data Sources	• **NWT Bureau of Statistics**

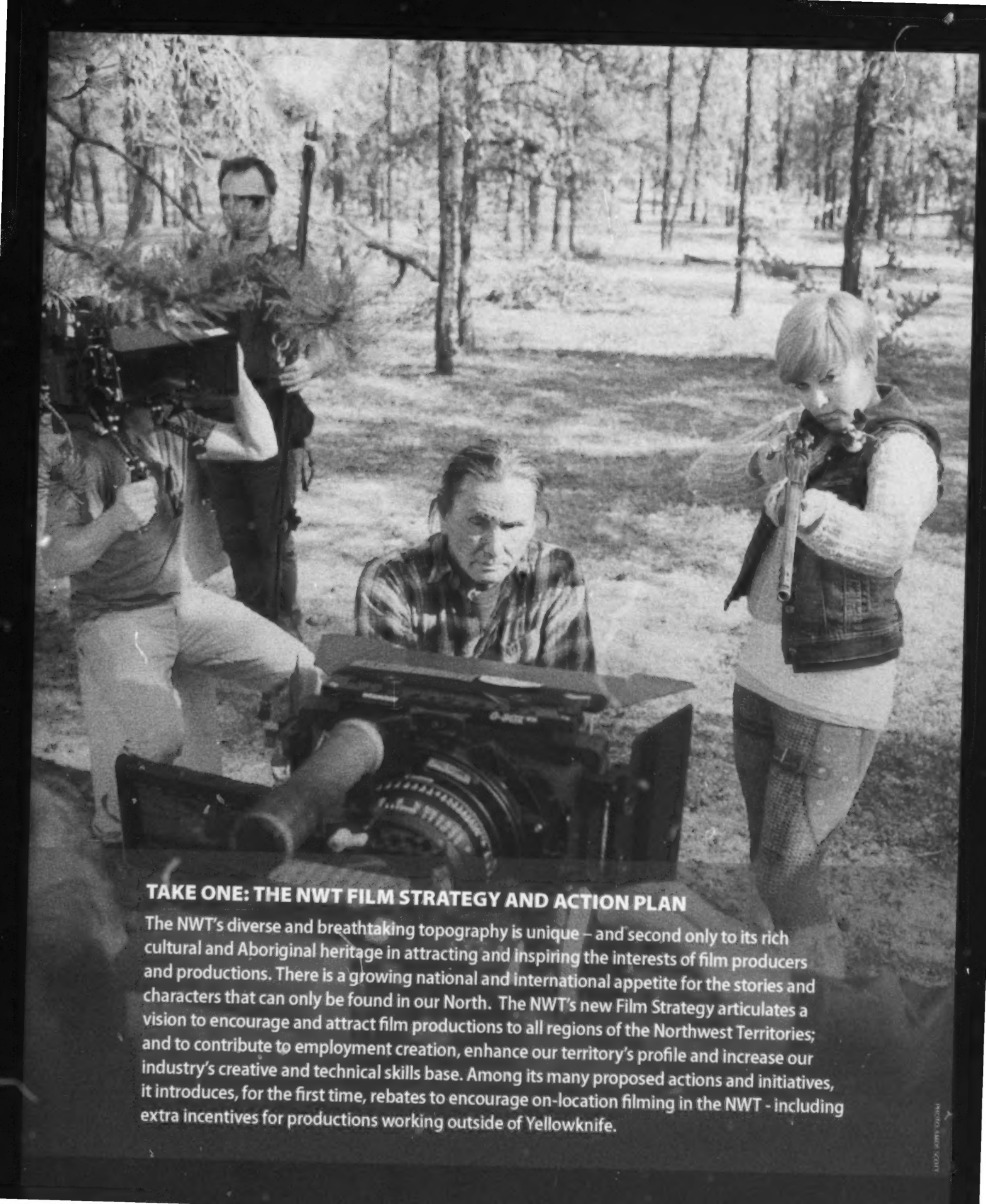
Economic Opportunities Strategy - Measurement and Performance Outcomes

OUTCOME #11 - TO ATTRACT NEW RESIDENTS TO THE NWT	
Objectives	• **Strengthen Initiatives to attract new residents**
Performance Indicators	• **New of job inquiries (direct email) associated with Come Make Your Mark Program** • **Number of people moving to the NWT through the NWT Nominee Program – Business Stream/ECE**

Rationale	• **Come Make Your Program**
	  ◦ The number of job inquires (direct email) indicate the reach and interest in the Come Make Your Make Program.
	• **NWT Nominee Program**
	  ◦ The number of people moving to the NWT through the NWT Nominee Program indicates whether programs to attract new residents to the NWT are working.

Data Sources	• **ITI**

OUTCOME #12 - TO REDUCE THE COST OF LIVING IN THE NWT	
Objectives	• **Strengthen and promote tax advantages**
Performance Indicators	• **Cost of living index** ◦ by region
Rationale	• **Cost of living index** ◦ The cost of living index tracks changes in the cost of living in the NWT.
Data Sources	• **NWT Bureau of Statistics**



TAKE ONE: THE NWT FILM STRATEGY AND ACTION PLAN

The NWT's diverse and breathtaking topography is unique – and second only to its rich cultural and Aboriginal heritage in attracting and inspiring the interests of film producers and productions. There is a growing national and international appetite for the stories and characters that can only be found in our North. The NWT's new Film Strategy articulates a vision to encourage and attract film productions to all regions of the Northwest Territories; and to contribute to employment creation, enhance our territory's profile and increase our industry's creative and technical skills base. Among its many proposed actions and initiatives, it introduces, for the first time, rebates to encourage on-location filming in the NWT - including extra incentives for productions working outside of Yellowknife.

Communications

Underscoring the consultation, development and drafting of the NWT EOS was a recognized need to increase access and awareness to programs, services and initiatives undertaken by government to advance or support economic development in the NWT.

Through speaking engagements and media announcements, news releases and interviews, EOS partners have committed to ensuring the dissemination of this information to stakeholders, media and the general public.

The NWTOpportunities.com website continues to be maintained as a portal to this information. Access to this website has been supported by the EOS Opportunities Facebook page.

MOREL MUSHROOMS

Economic opportunities like those represented in the anticipated 2015 Morel mushroom harvest highlight the underlying principles and vision of the EOS.

In addition to direct benefits for NWT pickers and local buyers, opportunities exist for entrepreneur-led initiatives that can contribute benefits and economic diversity to local economies.

More than 1,300 NWT residents attended public presentations and consultations hosted by the GNWT in 16 communities of the South Slave, North Slave and Tlicho Regions of the NWT.

Their purpose was to ready NWT residents with information and training that will allow them to leverage opportunities and take advantage of the NWT's anticipated bumper cop.

Conclusion

Thanks to insights gained from its highly collaborative development, the NWT Economic Opportunities Strategy represents one of the most informed approaches ever taken to advance economic development in the NWT. Its many actions and initiatives extend well beyond the mandate of a single department, partner organization or even government.

Beyond any direct impacts generated by the actions, investments and initiatives highlighted in this document, the first year of this Strategy's implementation has confirmed that all parties have a part to play in developing the economic environment needed to advance economic development and prosperity in the NWT.

The process that has evolved to implement and report on the many elements of this Strategy has brought attention to the widely varying contributions and initiatives that are undertaken to advance economic development in the NWT, the importance of continued partnership and collaboration - and the valuable overarching role that this Strategy fills.

Ensuring that it remains current and effective throughout the course of its implementation will require adjustments or changes over time and between governments.

The EOS Governance Committee which has both authored the Strategy and provided oversight to its first year of implementation will now consider and evaluate the progress and results that have been achieved and take necessary steps to update as necessary its recommended actions, priorities and/or timelines.

APPENDIX A - STATUS OF IMPLEMENTATION

This appendix identifies each of the recommended actions in the Economic Opportunities, the time frame (short-medium-long) in which activities associated with their implementation was recommended – and the current status of this implementation after one year.

For the purposes of its implementation, the Strategy's authors defined their timeframes as: short term 2013 – 2015; medium term 2015 – 2019 and long term beyond 2019.

The status of actions and initiatives under each recommendation are identified as:

recommendation has yet to be addressed

work has been initiated

work has been completed

work has been initiated and will be ongoing

RECOMMENDED ACTION	*Status of Initiation of Implementation*
THEME ONE – CLIMATE FOR GROWTH	
TARGET 1 – STIMULATE INVESTMENT	
OBJECTIVE 1A: ATTRACT MAJOR PROJECTS AND INVESTMENTS TO THE NWT	
#1 Complement and expand major projects office to market and promote the NWT to potential investors; act as an advocate for investors looking to understand and navigate the regulatory process	Short
#2 Identify and promote the Aurora Research Institute as a centre for research and applied studies relating to the North	Short
#3 Negotiate geographic sector-specific development zones	Short
TARGET 2 – ENCOURAGE RESIDENCY	
OBJECTIVE 2A: INCREASE THE DEPENDABILITY AND AFFORDABILITY OF NWT HOUSING MARKET	
#4 Investigate business model to incent private sector investment in housing in non-market communities	Short
#5 Issue long term leases or fee-simple lands	Medium
#6 Evaluate potential for cooperative housing model in remote communities	Medium
#7 Examine incentives to promote home ownership	Medium

RECOMMENDED ACTION	*Status of Initiation of Implementation*
OBJECTIVE 2B: STRENGTHEN AND PROMOTE TAX ADVANTAGES TO RETAIN AND ATTRACT NWT RESIDENTS	
#8 Facilitate pan-territorial dialogue on Northern Residency deductions that will explore options and identify balanced solutions to reflect the cost of living	Short
#9 Create an additional northern tax zone related to the Northern Residency Tax deduction	Short
#10 Educate and inform NWT residents and businesses of NWT tax structures and rates	Short
#11 Track and promote the NWT's individual income tax burden in comparison to other jurisdictions	Short
OBJECTIVE 2C: STRENGTHEN INITIATIVES TO ATTRACT NEW RESIDENTS TO THE NWT	
#12 Increase collaboration between government, industry and agencies to promote the NWT as a place to live and work	Short
#13 Effectively utilize the "NWT Nominee Program"	Short/Medium
THEME TWO – BUILDING ON SUCCESS	
TARGET 3 – EXPAND OUR POTENTIAL	
OBJECTIVE 3A: FOSTER EXPLORATION AND SUPPORT GEOSCIENCE	
#14 Prepare for opportunities that arise from the development and implementation of an NWT Mineral Development Strategy	Medium
#15 Enhance geoscience research in the NWT	Short
#16 Establish incentives for prospecting and exploration	Short/Medium
#17 Develop and implement an NWT Oil and Gas Strategy	Medium
#18 Examine new export routes and markets	Medium/Long

RECOMMENDED ACTION	*Status of Initiation of Implementation*
OBJECTIVE 3B: EXTEND THE LIFE OF EXISTING MINING ACTIVITIES	
#19 Examine ways to support extended viability of operating mines such as tax policies, reduced energy costs, infrastructure investments	Short
OBJECTIVE 3C: INCREASE PARTICIPATION IN RESOURCE DEVELOPMENT	
#20 Continue to pursue and enforce socio-economic agreements and contracts with large project proponents	Short
#21 Facilitate and fund expert analysis and studies in regions	Short/Medium
#22 Encourage and support NWT businesses involved in prospecting and exploration	Short/Medium
#23 Conduct business/industry strategies aligned to major projects	Short/Medium
TARGET 4 – ENHANCE OUR CONNECTIONS	
OBJECTIVE 4A: DEVELOP THE NWT'S ENERGY INFRASTRUCTURE	
#24 Develop and implement an NWT Energy Strategy	Short
#25 Examine potential to expand NWT power grid	Short
#26 Examine and support new and alternative energy technologies	Medium/Long
#27 Examine possible development of Slave River hydro potential	Medium
#28 Use availability of excess hydro-power as an incentive to grow and expand manufacturing	Short/Medium
OBJECTIVE 4B: DEVELOP THE NWT'S TRANSPORTATION INFRASTRUCTURE	
#29 Prepare for opportunities that arise from the development and implementation of a GNWT Transportation Strategy	Medium
#30 Maximize opportunities that arise from the phased construction of the Mackenzie Valley Highway	Medium/Long
#31 Extend travel seasons of the existing winter highways	Medium/Long

RECOMMENDED ACTION	*Status of Initiation of Implementation*
#32 Examine opportunities to extend roads to resource rich areas in the Slave and Canol areas	Medium/Long
#33 Consider establishment of deep water port near Tuktoyaktuk	Medium
#34 Explore options to extend runways at identified airports	Medium
#35 Examine, with Parks Canada, and the Province of Alberta, an all-weather road through Wood Buffalo Park connecting Fort Smith to Garden River AB	Medium/Long
OBJECTIVE 4C: INCREASE ECONOMIC OPPORTUNITIES IN THE COMMUNICATIONS SECTOR	
#36 Prepare for opportunities that arise from the installation of a fibre optic link down the Mackenzie Valley	Medium/Long
THEME THREE – REGIONAL DIVERSIFICATION	
TARGET 5 – BUILD SECTORS USING REGIONAL STRENGTHS	
OBJECTIVE 5A: INCREASE OPPORTUNITIES IN TOURISM	
#37 Support the development and implementation of the GNWT's *Tourism 2015* Strategy	Short
#38 Increase and diversify NWT tourism packages	Short
#39 Develop and build tourism products and infrastructure	Short/Medium
#40 Assist operators to package inter-regional tourism products	Short
#41 Measure the effectiveness of *NWT Tourism* as a delivery model for investments in marketing	Short
#42 Establish a convention bureau	Short
#43 Increase the development and availability of tourist friendly accommodation facilities by providing incentives for private sector developers, reviewing alternative ownership models and assisting existing facilities to create northern themed experiences	Short/Medium
#44 Develop and maintain competitive standards for NWT tourism products	Short

RECOMMENDED ACTION	*Status of Initiation of Implementation*
#45 With Aurora College examine formalized skills training for the NWT tourism workforce	Short
#46 Examine models that will enable tourism operators to access more affordable insurance packages	Short
OBJECTIVE 5B: INCREASE ECONOMIC OPPORTUNITIES IN THE ARTS	
#47 Support the development and implementation of the NWT Arts Strategy and Tactical Plan	Short
#48 Strengthen branding for made-in-the-NWT arts products	Medium
#49 Provide additional funding and support to arts festivals	Medium
#50 Identify with NWT Tourism, opportunities to promote NWT artists and their products	Short
#51 Support, with the NWT Film Commission, the development of an NWT film strategy	Short
#52 Develop a program to rebate filmmakers for wages and services incurred in relation to television and film production in the NWT	Short
#53 Identify, with *NWT Tourism*, opportunities to promote the NWT as a filming destination	Medium
#54 Examine ways to develop and maintain a competitive marketplace for quality arts and crafts	Short
#55 Expand provision of raw materials for the creation of arts and crafts	Medium
#56 Examine a model for the establishment of an NWT Visual Arts and Craft Council/Association	Short
OBJECTIVE 5C: INCREASE NWT MANUFACTURING	
#57 Eliminate the northern residency requirement for businesses to be approved as NWT manufacturer	Short
#58 Encourage value added processing of materials source in the NWT including diamonds, oil and gas products and biomass	Short/Medium
#59 Encourage users and producers to develop common standards, processes and product listings to encourage the manufacture and sale of made-in-the-NWT products	Medium

RECOMMENDED ACTION	*Status of Initiation of Implementation*
#60 Improve compliance with established manufacturing and procurement agreements	Short/Medium
#61 Promote the "Made in the NWT" Program	Short
OBJECTIVE 5D: INCREASE OPPORTUNITIES IN COMMERCIAL FISHING	
#62 Provide financial support to leverage investment in the construction, management and operations of a fish processing plant(s)	Short
#63 Work with NWT fishers and the *NWT Fishermen's Federation* to expand the export and domestic market of Great Slave Lake fish by: ensuring security of supply, implementing a marketing program and establishing an effective product distribution system	Short/Medium
#64 Promote value added manufacturing of fish products	Medium
#65 Provide incentives to fishers to increase their efficiency and productivity	Short/Medium
#66 Provide training and financial support to new entrants into commercial fisheries	Short
OBJECTIVE 5E: INCREASE OPPORTUNITIES FOR FORESTRY	
#67 Support implementation of the *NWT Biomass Energy Strategy*	Short
#68 Facilitate the identification and long-term access to lands for forestry development	Short/Medium
#69 Finalize an inventory of forest resources and sustainable harvest levels	Medium
#70 Examine and consider incentives for private sector investment to expand firewood harvest	Short/Medium
OBJECTIVE 5F: INCREASE OPPORTUNITIES IN AGRICULTURE	
#71 Develop and implement an Agriculture Strategy	Medium
#72 Conduct mapping, land classification and identification of mechanisms for long-term land access	Medium/Long
#73 Develop, with the *NWT Farmers Association*, a "Grown in the North" branding program	Medium
#74 Examine viability of establishing commercial market gardens in all regions	Medium

RECOMMENDED ACTION	*Status of Initiation of Implementation*
#75 Conduct research on agriculture and greenhouse technologies	Medium
OBJECTIVE 5G: INCREASE OPPORTUNITIES IN THE TRADITIONAL ECONOMY	
#76 Increase funding and program support for Community Harvester Program	Short
#77 Engage private sector to increase support for the *"Take A Kid Trapping"* Program	Short
#78 Create a mentorship program with supports to assist adults pursuing a harvesting lifestyle	Short/Medium
#79 Examine with government departments options to incorporate Traditional Economy activities as part of social wellness and healing programs	Short
OBJECTIVE 5H: ENCOURAGE AND GROW DOMESTIC MARKETS FOR NWT PRODUCTS	
#80 Promote and Expand the practice of buying locally	Medium
#81 Promote sale of northern foods to NWT stores, restaurants, industry establishments and government institutions	Short
#82 Develop, with producers, NWT markets and distribution systems for regionally specific products	Medium
#83 Work with the Bureau of Statistics to assess the value of traditional harvesting	Short
#84 Assess consumer or potential markets in NWT	Short
THEME FOUR – PEOPLE: OPPORTUNITY READINESS	
TARGET 6 – ESTABLISH A POSITIVE ENTREPRENEURIAL ENVIRONMENT	
OBJECTIVE 6A: STRENGTHEN THE OPERATING ENVIRONMENT FOR REGIONAL BUSINESSES AND ENTREPRENEURS	
#85 Create Regional Economic Action Plans for communities and Regions	Short
#86 Examine models for regional business centres to provide "single-window" supports	Short/Medium

RECOMMENDED ACTION	*Status of Initiation of Implementation*
#87 Explore partnered approaches to encourage entrepreneurship especially amongst the young and Aboriginal populations	Short
#88 Develop a business internship model to assist businesses in smaller centres to recruit and retain accredited staff	Medium
#89 Make existing public infrastructure and building available for local business operations like, arts and crafts stores in visitors centres; coffee shops/restaurants in schools and parks; gift shops in airports	Short/Medium
#90 Through the Northwest Territories Nominee Program, promote investment outside of major centers	Short
#91 Make all business forms available online	Short
#92 Target government resources and funding to realize identified regional opportunities and priorities	Medium
OBJECTIVE 6B: STRENGTHEN GOVERNMENT PROGRAMS AND SERVICES FOR NWT BUSINESSES AND ENTREPRENEURS	
#93 Institute measures and accountabilities for delivery and effectiveness of all government programs	Short
#94 Enhance or re-negotiate a memorandum of understanding (MOU) between government partners on the delivery of business and economic programs	Short
#95 Focus the management of government business programs and analysis at the regional level	Short
#96 Develop a catalogue or database of existing territorial, federal and private source funding sources for use by NWT businesses	Short
#97 Examine the role and application of the GNWT's Business Incentive Policy (BIP) in relation to its objectives, operating transparency, effectiveness and administration	Short/Medium

RECOMMENDED ACTION	*Status of Initiation of Implementation*
OBJECTIVE 6C: CREATE A STRONG VOICE FOR NWT BUSINESS	
#98 Establish semi-annual sessions between NWT business representatives and GNWT, ITI	Short
#99 Facilitate regular dialogue between territorial government representatives and the NWT's community of northern and Aboriginally-owned businesses	Short
TARGET 7 – PREPARE NWT RESIDENTS FOR EMPLOYMENT	
OBJECTIVE 7A: ENHANCE OPPORTUNITIES FOR WORKFORCE TRAINING AND EDUCATION	
#100 Increase university level programming offered by Aurora College	Short/Medium
#101 Expand and adapt Aurora College program offerings to reflect areas of specific or unique economic opportunities in the NWT	Short/Medium
#102 Establish co-op and job placement programs	Short
#103 Include provisions for local training and employment initiatives in project contracts with industry and local Aboriginal corporations	Short/Medium
#104 Expand apprenticeship opportunities for high school programs	Short
OBJECTIVE 7B: LINK RESIDENTS TO CAREER OPPORTUNITIES IN THE NWT	
#105 Track the transition of NWT high school and post secondary graduates "school to work"	Short/Medium
#106 Develop mechanisms to promote timely and targeted career and employment information to NWT graduates	Short
#107 Target NWT graduates in hiring	Short
#108 Expand existing programming targeted at student summer hiring in the private sector	Short/Medium
#109 Establish mentorship programs for students that are transitioning into career paths from school	Short/Medium

RECOMMENDED ACTION	*Status of Initiation of Implementation*
OBJECTIVE 7C: IDENTIFY AND PLAN FOR FUTURE WORKFORCE REQUIREMENTS	
#110 Support development and implementation of *Workforce Planning Strategy* and *Labour Market Development Strategy*	Short
#111 Increase collaboration between industry and government to prepare for labour force needs	Medium
#112 Align Aurora College programming to address future workforce demands	Medium
#113 Increase private sector participation in regional training committees	Short
#114 Link NWT Major Projects Office to developers of education and training programs	Short/Medium
OBJECTIVE 7D: INCREASE AWARENESS OF EMPLOYMENT OPPORTUNITIES AND EXPECTATIONS	
#115 Support and expand programs and public information initiatives related to employment opportunities, employer expectations, accessing health and social services, job readiness and academic and skills upgrading	Short
#116 Build on existing wellness programs with social media campaign linking healthy lifestyles with employment and career success	Short
#117 Establish program to connect NWT students directly with industry representatives and local role models	Short